

AGENCY STRATEGIC PLAN

FOR THE FISCAL YEARS

2003 - 2007



**DEPARTMENT OF FINANCE AND ADMINISTRATION
REVENUE DIVISION**

July 15, 2002

AGENCY STRATEGIC PLAN APPROVAL FORM

FOR THE FISCAL YEARS

2003 - 2007

Richard Weiss, Director

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STRATEGIC PLAN

Agency Name	FINANCE AND ADMINISTRATION – REVENUE DIVISION
Agency Mission Statement: To provide Arkansas Citizens convenient, effective and courteous services which will encourage voluntary compliance with tax and license laws.	

AGENCY GOAL 1: Promote voluntary compliance with tax and license laws through fair administration, firm enforcement, and prompt and courteous service in a manner that justifies the highest degree of public confidence in our efficiency and integrity.

AGENCY GOAL 2: Improve operational efficiency.

AGENCY GOAL 3: Use technology and other resources effectively.

STRATEGIC PLAN

Agency Name		DFA - Revenue
Program		Driver and Motor Vehicle Services
Program Authorization		Act 134 of 1911, Act 142 of 1949, Act 555 of 1965, Ark Code Ann. §27-14-101, et seq., §27-15-101, et seq., §26-52-301, et seq., and §26-53-126, Arkansas Code, 27-16-101 et. seq., 27-19-101 et. seq., 27-20-101 et. seq., 27-23-101 et. seq., 27-50-801 et. seq., 27-50-901 et. seq.
Program Definition:		To administer vehicle registration and titling laws and issue driver licenses and maintain driver records.
Funds-Center Code: <u>281</u>		
AGENCY GOAL(S) #	1,2	
Anticipated Funding Sources for the Program:		State Central Services Fund and Commercial Driver License Fund (Special Revenue)

GOAL 1: (Sub-Funds Center Code: 281GOAL1)

Promote voluntary compliance with tax and license laws through fair administration, firm enforcement, and prompt and courteous service in a manner that justifies the highest degree of public confidence in our efficiency and integrity.

OBJECTIVE 1: (Sub-Funds Center Code: 281G1OBJ1)

To ensure accurate collection of state revenues for driver's license fees and motor vehicle fees through the operation of a statewide network of local revenue offices.

GOAL 2: (Sub-Funds Center Code: 281GOAL2)

Improve operational efficiency.

OBJECTIVE 1: (Sub-Funds Center Code: 281G2OBJ1)

To maintain driver records, accident reports, driver license suspensions, insurance verification, and identify and work with problem drivers.

OBJECTIVE 2: (Sub-Funds Center Code: 281G2OBJ2)

To maintain tag inventories, renewals, title and registration data for motor vehicles.

STRATEGIC PLAN

Agency Name	DFA - Revenue
Program	Driver and Motor Vehicle Services

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
Goal 1, objective 1 Percentage of driver and motor vehicle transactions processed via Internet, mail or telephone.	Efficiency, measurement of categories to total transactions	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 2, objective 1 Number of driver license transactions processed.	Output, annual count	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 2, objective 2 Number of motor vehicle transactions processed.	Output, annual count	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 2, objective 1 Percentage of accident reports recorded in 7 business days after receipt.	Outcome, monthly count	Establish a baseline year	To be determined	To be determined	To be determined	To be determined

STRATEGIC PLAN

Agency Name	DFA - Revenue
Program	Driver and Motor Vehicle Services

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
Goal 2, objective 1 Percentage of court actions affecting the status of a driver licensee entered in the data system within 7 business days after receipt.	Outcome, monthly count	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 2, objective 1 Percent of drivers involved in accidents complying with financial responsibility requirements.	Outcome, monthly count	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 1, objective 1 Overall accuracy rate for driver and motor vehicle transactions processed in local revenue offices.	Outcome, error measurement	Establish a baseline year	To be determined	To be determined	To be determined	To be determined

STRATEGIC PLAN

Agency Name	DFA - Revenue
Program	Driver and Motor Vehicle Services

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
Goal 2, objective 1 Percentage of driver control hearings conducted over the telephone.	Outcome, monthly count	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 1, objective 1 Percentage of customers satisfied with driver and motor vehicle services based on a customer satisfaction survey.	Outcome, monthly count	Develop and test survey	To be determined	To be determined	To be determined	To be determined

STRATEGIC PLAN

Agency Name		Dept. of Finance and Administration – Revenue Division	
Program		Taxation Administration	
Program Authorization		Arkansas Code Annotated §§ 2-8-101 et seq., 2-20-101 et seq., 2-35-101 et seq., 2-40-101 et seq., 3-4-201 et seq., 3-5-101 et seq., 3-7-101 et seq., 3-9-101 et seq., 8-7-901, 8-7-908, 8-9-402 et seq., 14-164-101, 15-4-1001 et seq., 15-4-1201 et seq., 15-4-1508, 15-4-1602, 15-4-1701 et seq., 15-4-1901 et seq., 15-5-1301 et seq., 17-21-101 et seq., 26-5-101 et seq., 26-17-203, 26-18-101 et seq., 26-19-101 et seq., 26-36-301 et seq., 26-51-101 et seq., 26-52-101 et seq., 26-53-101 et seq., 26-55-101 et seq., 26-56-101 et seq., 26-57-201 et seq., 26-57-901 et seq., 26-58-101 et seq., 26-59-101 et seq., 26-60-101 et seq., 26-62-101 et seq., 26-74-101 et seq., 26-75-101 et seq.	
Program Definition:		This program combines functions of the Office of Excise Tax Administration and Income Tax Administration, recognizing that these offices serve common taxpayer clients with similar needs.	
Funds-Center Code: <u>281</u>			
AGENCY GOAL(S) #	1		
Anticipated Funding Sources for the Program:		State Central Services	

GOAL 1: (Sub-Funds Center Code: 281GOAL1)

Promote voluntary compliance with tax and license laws through fair administration, firm enforcement, and prompt and courteous service in a manner that justifies the highest degree of public confidence in our efficiency and integrity.

OBJECTIVE 1: (Sub-Funds Center Code: 281G1OBJ1)

To efficiently administer Arkansas' laws for individual and corporation income taxes.

OBJECTIVE 2: (Sub-Funds Center Code: 281G1OBJ2)

To efficiently administer Arkansas' laws for excise taxes.

STRATEGIC PLAN

Agency Name	Dept. of Finance and Administration – Revenue Division
Program	Taxation Administration

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
Goal 1, objective 1 and 2 Number of tax returns processed: Individual Income Tax Corporate Income Tax Excise Tax	Output, monthly count	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 1, objective 1 and 2 Percentage of taxes collected voluntarily (as a percent of total revenues collected voluntarily or pursuant to enforcement or audit activities): Individual Income Tax Corporate Income Tax Excise Tax	Efficiency, calculation	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 1, objective 1 and 2 Revenues collected through voluntary tax collections per dollar of tax administration activity: Individual Income Tax Corporate Income Tax Excise Tax	Efficiency, calculation	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 1, objective 1 and 2 Percentage of returns filed timely: Individual Income Tax Corporate Income Tax Excise Tax	Efficiency, monthly count	Establish a baseline year	To be determined	To be determined	To be determined	To be determined

STRATEGIC PLAN

Agency Name	Dept. of Finance and Administration – Revenue Division
Program	Taxation Administration

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
Goal 1, objective 1 and 2 Percentage of returns filed electronically: Individual Income Tax Corporate Income Tax Excise Tax	Outcome, calculation	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 1, objective 1 and 2 Average number of days to process a refund Individual Income Tax Corporate Income Tax Excise Tax	Outcome, calculation	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 1, objective 1 and 2 Overall accuracy rate for return processing: Individual Income Tax Corporate Income Tax Excise Tax	Outcome, calculation	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 1, objective 1 and 2 Number of seminars presented on tax regulations.	Outcome, count	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 1, objective 1 and 2 Percent of taxpayers satisfied with accessibility, accuracy and timeliness of services based on a Customer Satisfaction Survey: Individual Income Tax Corporate Income Tax Excise Tax	Outcome, monthly count	Develop and test survey	To be determined	To be determined	To be determined	To be determined

STRATEGIC PLAN

Agency Name		Dept. of Finance and Administration – Revenue Division	
Program		Audit and Collections	
Program Authorization		Arkansas Code Annotated §§ 2-8-101 et seq., 2-20-101 et seq., 2-35-101 et seq., 2-40-101 et seq., 3-4-201 et seq., 3-5-101 et seq., 3-7-101 et seq., 3-9-101 et seq., 8-7-901, 8-7-908, 8-9-402 et seq., 14-164-101, 15-4-1001 et seq., 15-4-1201 et seq., 15-4-1508, 15-4-1602, 15-4-1701 et seq., 15-4-1901 et seq., 15-5-1301 et seq., 17-21-101 et seq., 26-5-101 et seq., 26-17-203, 26-18-101 et seq., 26-19-101 et seq., 26-36-301 et seq., 26-51-101 et seq., 26-52-101 et seq., 26-53-101 et seq., 26-55-101 et seq., 26-56-101 et seq., 26-57-201 et seq., 26-57-901 et seq., 26-58-101 et seq., 26-59-101 et seq., 26-60-101 et seq., 26-62-101 et seq., 26-74-101 et seq., 26-75-101 et seq.	
Program Definition:		This program is the enforcement and collection of taxes through audits.	
Funds-Center Code: <u>281</u>			
AGENCY GOAL(S) #	1		
Anticipated Funding Sources for the Program:		State Central Services	

GOAL 1: (Sub-Funds Center Code: 281GOAL1)

Promote voluntary compliance with tax and license laws through fair administration, firm enforcement, and prompt and courteous service in a manner that justifies the highest degree of public confidence in our efficiency and integrity.

OBJECTIVE 1: (Sub-Funds Center Code: 281G1OBJ1)

To maximize revenue collections through enforcement and collection efforts.

STRATEGIC PLAN

Agency Name	Dept. of Finance and Administration – Revenue Division
Program	Audit and Collections

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
Goal 1, objective 1 Number of audits completed.	Output, count	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 1, objective 1 Percent of amounts assessed in an audit actually collected	Outcome, calculation	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 1, objective 1 Percent of taxpayers contacted within 30 days of assignment of case to Collections	Efficiency, calculation	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 1, objective 1 Percent of insufficient checks collected	Outcome, monthly count	Develop and test survey	To be determined	To be determined	To be determined	To be determined

STRATEGIC PLAN

Agency Name	Dept. of Finance and Administration – Revenue Division
Program	Audit and Collections

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
Goal 1, objective 1 Additional revenue collected through enforcement and audit activities as compared to the cost of audit and collection activities.	Efficiency, calculation	Establish a baseline year	To be determined	To be determined	To be determined	To be determined

STRATEGIC PLAN

Agency Name	Dept. of Finance and Administration – Revenue Division
Program	Administration and Support Services
Program Authorization	Arkansas Code Annotated §§ 2-8-101 et seq., 2-20-101 et seq., 2-35-101 et seq., 2-40-101 et seq., 3-4-201 et seq., 3-5-101 et seq., 3-7-101 et seq., 3-9-101 et seq., 8-7-901, 8-7-908, 8-9-402 et seq., 14-164-101, 15-4-1001 et seq., 15-4-1201 et seq., 15-4-1508, 15-4-1602, 15-4-1701 et seq., 15-4-1901 et seq., 15-5-1301 et seq., 17-21-101 et seq., 26-5-101 et seq., 26-17-203, 26-18-101 et seq., 26-19-101 et seq., 26-36-301 et seq., 26-51-101 et seq., 26-52-101 et seq., 26-53-101 et seq., 26-55-101 et seq., 26-56-101 et seq., 26-57-201 et seq., 26-57-901 et seq., 26-58-101 et seq., 26-59-101 et seq., 26-60-101 et seq., 26-62-101 et seq., 26-74-101 et seq., 26-75-101 et seq.
Program Definition: Funds-Center Code: <u>281</u>	This program provides support for the other programs in the Revenue Division. Included are the Assistant Commissioner's offices, Information Technology and Revenue Legal Counsel.
AGENCY GOAL(S) # 2,3	
Anticipated Funding Sources for the Program:	State Central Services

GOAL 2: (Sub-Funds Center Code: 281GOAL2)

Improve operational efficiency.

OBJECTIVE 1: (Sub-Funds Center Code: 281G2OBJ1)

Provide administrative direction and support to insure that department programs meet their objectives and performance targets.

OBJECTIVE 2: (Sub-Funds Center Code: 281G2OBJ2)

To provide for general operations support not otherwise included in the Administration program or treated as a direct cost in other program.

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GOAL 3: (Sub-Funds Center Code: 281GOAL3)

Use technology and other resources effectively.

OBJECTIVE 1: (Sub-Funds Center Code: 281G3OBJ1)

To effectively utilize information technology to achieve the agency's goals and objectives.

STRATEGIC PLAN

Agency Name	Dept. of Finance and Administration – Revenue Division
Program	Administration and Support Services

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
Goal 2, objective 1 Percentage of agency performance objectives and targets met.	Outcome, calculation	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 2, objective 1 Percentage of agency staff and budget in the administration program compared to total agency positions and budget (excluding refunds).	Efficiency, calculation	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 3, objective 1 Agency information technology budget as a percent of total agency budget (excluding refunds).	Effort, calculation	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 3, objective 1 Number of proprietary information systems maintained by agency staff or maintained through contractual services.	Effort, count	Develop and test survey	To be determined	To be determined	To be determined	To be determined

STRATEGIC PLAN

Agency Name	Dept. of Finance and Administration – Revenue Division
Program	Administration and Support Services

PERFORMANCE MEASURES: (Effort, Output, Outcome, and/or Efficiency)

DESCRIPTION (Indicate the Goal and Objective to which applicable)	METHODS AND SOURCES USED OBTAINING DATA	FISCAL YEAR 2003	FISCAL YEAR 2004	FISCAL YEAR 2005	FISCAL YEAR 2006	FISCAL YEAR 2007
Goal 2, objective 1 Number of prior year audit findings repeated in a subsequent audit.	Outcome, count	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 2, objective 2 Average time to deposit or credit revenues to the correct treasury account.	Outcome, calculation	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 2, objective 2 Number of days to issue legal opinions requested by taxpayers.	Outcome, count	Establish a baseline year	To be determined	To be determined	To be determined	To be determined
Goal 2, objective 2 Percentage of administrative hearing decisions issued within 30 days of hearing and/or final submission.	Outcome, calculation	Develop and test survey	To be determined	To be determined	To be determined	To be determined